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Cooperative Extension Work in Agriculture and Home Economics

United States Department of Agriculture and State Agricultural Colleges, Cooperating

COUNTY-AGENT WORK

ORGANIZATION OF A COUNTY FOR EXTENSION WORK—THE FARM-BUREAU PLAN

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"The County Farm Bureau is the best agency thus far devised for insuring the interest and cooperation of a rural people in the great work of food production and conservation. Through this organization the College and Department not only may extend their help, but it affords a ready opportunity for the expression by farmers of what help is needed to make the farm business more prosperous and rural life more enjoyable."

CLARENCE OUSLEY,
Assistant Secretary.

CIRCULAR 13

Office of Extension Work North and West
States Relations Service

S. R. S. Doc. 89 January, 1919 Washington, D. C.

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ORGANIZATION OF A COUNTY FOR EXTENSION WORK—THE FARM-BUREAU PLAN.

[This circular is a revision of Office of Extension Work North and West, Circular 4, "Farm-Bureau Organization Plan," and embraces the most recent developments in county organization for extension work. Features of special importance are (1) the organization of the executive committee around a program of work, (2) emphasis on project and community committees, and (3) the general broadening of the plan of organization to include all extension work in agriculture and home economics. The circular brings together the best experiences of successful organizers during the period of the farm bureau's greatest development. It presents a minimum of theory and a maximum of experience, and is especially addressed to farm-bureau committeemen, State-project leaders, and others interested in the better organization and execution of a program of work in agriculture and home economics.—W. A. Lloyd, *Agriculturist in Charge, County-Agent Work.*]

INTRODUCTION.

Experience has shown that a unit smaller than the State is needed for aiding the United States Department of Agriculture and the State colleges of agriculture in disseminating the practical results of their research work among rural people.

That unit would seem to be the county.

Recent Federal and State laws have made available to the State agricultural colleges and United States Department of Agriculture greatly increased funds for cooperation with agricultural counties in carrying on extension work in agriculture and home economics. Under the provision of these laws and appropriations cooperation in extension work has been established with more than two-thirds of the counties of the United States. Various forms of county organizations prevail. The essential thing is an organization competent to study local needs and to carry on by the demonstration method extension work in every phase of agriculture and home economics necessary to meet those needs.

The county organization described herein, and commonly known as the farm bureau, is believed to meet these requirements of an effective county extension organization to an unusual degree if properly organized. To avoid confusion only the organization features of the farm bureau are discussed in this circular.

PURPOSES OF THE FARM BUREAU.

A county farm bureau is an association of people interested in rural affairs, which has for its object the development in a county of the most profitable and permanent system of agriculture, the establishment of community ideals, and the furtherance of the well-being, prosperity, and happiness of the rural people, through cooperation with local, State, and National agencies in the development and execution of a program of extension work in agriculture and home economics.

At the outset acknowledgment should be made of the excellent work already accomplished by many farmers' organizations. Thousands of cooperative agricultural associations, farmers' clubs, granges, equities, gleaners, and other secret and nonsecret organizations are working together successfully for the betterment of rural conditions. The county farm bureau aims to coordinate and correlate the work of all these organizations, thereby unifying and strengthening the work they are doing. It does not supplant or compete with any existing organization, but establishes a bureau through which all may increase their usefulness through more direct contact with each other and with State and National institutions without in any way surrendering their individuality. It is a nonpolitical, nonsectarian, nonsecret organization representing the whole farming population, men, women, and children, and as such it acts as a clearing house for every association interested in work with rural people.

While the original conception of the farm bureau was to develop county-agent work, it soon filled a broader field and it is now rapidly coming to be recognized as the official rural organization for the promotion of all that pertains to a better and more prosperous rural life. It cooperates directly with the State and the Federal Government in the employment of county agents, home-demonstration agents, boys' and girls' club leaders, and other local extension workers. The services of the farm bureau are available to all extension agencies desiring to work within the county. It is quite as much interested in home-economics demonstrations, boys' and girls' club work, farm-management demonstrations, and the work of the various institutional specialists as it is in the demonstrations carried on directly by the county agent. Thus while an outgrowth of county-agent work it has become broader than county-agent work, and is now the federating agency through which all groups of rural people, whether organized or unorganized, are able to secure a hearing.

The primary purposes of the farm bureau are:

1. To encourage self-help through developing and exercising leadership in the rural affairs of each community.

2. To reveal to all the people of the county the agricultural possibilities of the county and how they may be realized.

3. To furnish the means whereby the agricultural problems of the county and the problems of the farm home may be systematically studied and their solution attempted through a county program of work to secure the well-being, prosperity, and happiness of all rural people.

4. To coordinate the efforts of existing rural agricultural forces, organized or unorganized, and to promote new lines of effort.

5. To bring to the agents representing the organization, the State agricultural college, and the Federal Department of Agriculture the counsel and advice of the best people in the county as to what ought to be done and how to do it.

6. To furnish the necessary local machinery for easily and quickly supplying every community in the county with information of value to that community or to the county as a whole.

DEVELOPMENT OF THE FARM BUREAU.

From July 1, 1917, to June 30, 1918, there was a rapid development in the organization of farm bureaus in practically every State in the North and West. Eight additional States definitely adopted the fundamental principles of the farm-bureau plan making a total of 29 out of the 33 Northern and Western States now (July 1, 1918) having farm bureaus in either all or a part of their counties. On December 1, 1916, there were 287 farm bureaus with a membership of 98,654. On December 1, 1917, there were 384 farm bureaus with a membership of 161,391. On June 30, 1918, there were 791 farm bureaus, with a membership of 290,000.

CHIEF FEATURES OF THE ORGANIZATION PLAN.

1. *A representative membership* made up largely of the men and women of the farms scattered generally over the county, each paying a nominal membership fee (usually $1).

2. *A definite program of work* based on the results of a careful study of the agricultural and home problems of the county. This program should be largely formulated and carried out by the members of the organization, with such assistance as may be necessary from the agents representing the organization, the State agricultural college, and the United States Department of Agriculture. (See p. 8.)

3. *An executive committee* composed of the four officers of the organization and about seven other members, each elected by the members of the organization at the annual meeting. Each officer and committeeman should be selected because of special fitness to represent and promote some important part of the county program of work or activity of the organization. Each should not only be willing to serve, but should have the necessary time to give to the work and be so located that the most effective service can be rendered.

Representation on this committee is usually given to other strong county rural organizations, such as the grange, breeders' associations, county federation of home-economics clubs, etc. The detailed duties of this committee are noted on page 11.

4. *A community committee* composed of a chairman and from one to about five other members well distributed in each distinct community in the county. Each member should be selected because of special fitness to direct some important part of the community program. Therefore, the number of members should be determined by the number of projects or activities of the organization to be promoted in the community. Representation on a community committee is usually given to strong, active local organizations of the community, such as granges, equities, home-economics clubs, etc. The duties in detail of this committee are discussed more at length on page 13.

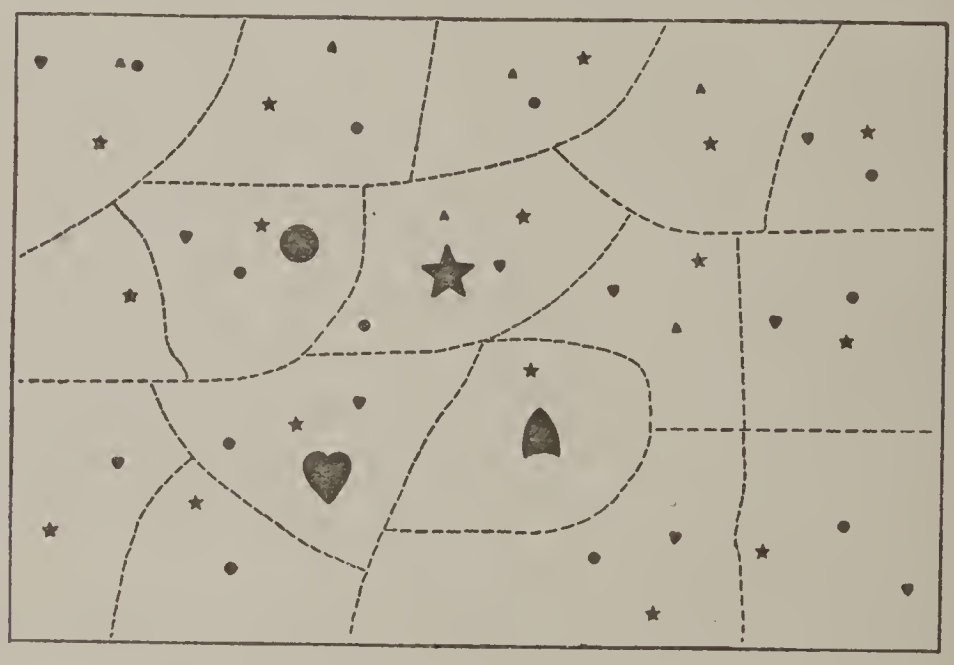

FIG. 1.—Map of Blank County, showing distribution of farm-bureau committeemen. (Organization, Food Conservation, Cooperative Purchasing and Marketing, Live Stock.)

Large symbols—Executive committeemen (county project leaders).
Small symbols—Community committeemen (community project leaders).

Symbols for a complete county organization are given below.

EXECUTIVE COMMITTEE, composed of county project leaders, as follows:

1. Organization, relationships.....President ★
2. Farm and home records, labor....Vice-Pres. ✕
3. Publications, publicity, meetings....Sect'y ■
4. Finance, membership .....Treasurer ■
5. Cooperative purchasing and marketing..... ♥
6. Food conservation ..... ●
7. Health and sanitation..... ✚
8. Live stock and dairying ..... ▲
9. Soils and crops..... ◒

COMMUNITY COMMITTEE, composed of community project leaders, for example:

1. Organization, relationships.....Chairman ★
2. Publicity, meetings, membership..Secretary ■
3. Purchasing certified potato seed..... ♥
4. Cow test association ..... ▲
5. Labor ..... ✕
6. Food conservation..... ●
7. Corn demonstrations ..... ◒

Each community where a project is being promoted will have a representative on the county project committee, of which the county project leader is chairman. For example, the live stock committee of Blank County is composed of the chairman (county live stock leader) and 6 other members (community project leaders).

5. *County project committees* automatically authorized through the adoption by the organization of definite projects or activities. (See fig. 1.) Each project or important activity will be represented by a county committee composed of the project leader on the executive committee as chairman and the project leader on each community committee which has formally adopted the project or activity. For information in detail on county project committees, see page 16.

DETAILS OF THE PLAN.

MEMBERSHIP.

Membership in the farm bureau is open to all residents of the county and nonresident landowners who are directly interested in agriculture, men and women alike. The membership should be well distributed over the county and should be large enough to be thoroughly representative of the farmers of the county. At least 10 per cent of the farmers should be members before permanent organization is effected. At least 80 per cent of the membership should consist of bona fide farmers or rural residents.

The membership fee is necessary not only to provide funds to finance the work of the organization but also to secure the active interest of each member. Membership fees are needed to buy stationery, postage, office equipment and supplies, to publish exchange bulletins or other bureau publications, to pay the traveling expenses of the officers and committeemen to attend county, State, or National conferences, etc. If a clear-cut presentation of the facts regarding the nature of the organization, the duties and privileges of the members, and the work already accomplished and to be undertaken is made, no difficulty should be experienced in keeping up the membership from year to year. In some States yearly educational campaigns to acquaint the people of the counties with the nature of the bureaus and the work accomplished have produced a steady increase in the number of counties organized and in the number of members. The State of New York may be cited as an example.

Growth of farm bureaus, State of New York, Mar. 1, 1914, to Dec. 1, 1917.

	Mar. 1, 1914.	Jan. 1, 1915.	Jan. 1, 1916.	Dec. 1, 1916.	Dec. 1, 1917.
Number of counties organized	18	23	31	36	47
Total membership	2,620	5,557	9,995	13,923	29,781
Average membership	146	242	322	387	634

Every member should give not only moral support to the work but also personal attention to some activity of the bureau. Each member should keep in close touch with the work in progress, assist in planning for the coming year, and participate in the election of the officers and executive committeemen.

FARM-BUREAU PROGRAM OF WORK.

Frequent reference is made throughout this circular to the farm-bureau program of work and to parts of this program usually called projects. A farm-bureau program of work is a plan for the promotion of certain definite lines of work that pertain to a better and more prosperous agriculture and a more satisfactory rural and home life. A farm-bureau project is a plan for developing some part of the program. For example, a dairy project might include plans for introducing pure-bred dairy cattle, increasing the number of silos, demonstrating better and more economical feeding, and improving the quality of butter made in the homes. Men, women, and boys and girls may cooperate in carrying out such a project. It is essential that each member, and more especially each committeeman, should play an important part in formulating the program and in promoting the projects or activities. The mechanics of planning and promoting the program and writing a project are outlined below.

Development of the county program.—1. In organizing a farm bureau at least one member of the temporary organization committee, whose duty it is to direct the organization campaign for the farm bureau, should be selected to look after the details of formulating a tentative county program of work. If a program including both agriculture and home economics is contemplated, a program of work committee of at least two members is desirable in order that problems more particularly relating to each phase of the program may be carefully analyzed.

2. The program-of-work committee should send out a questionnaire to each member of the farm bureau requesting suggestions as to the most important problems and how to solve them.

3. The program-of-work committee should tabulate the answers to the questionnaires and secure additional information from the organizer and the temporary committees, and by personal observation.

4. The chairman of the program-of-work committee or the organizer should lead the discussion at the county organization meeting and make a list of the problems on a blackboard. Such general headings as Farm, Home, and Community have sometimes been used.

5. A tentative program of work should be planned at this meeting and project leaders selected to serve as members of the executive committee. The committee on nominations might well meet with the program-of-work committee in selecting project leaders.

6. From the suggestions made at the annual meeting the executive committee should work out a definite yearly program of work and refer projects to the project leaders to consider and develop the details. County, home demonstration, and club agents should be

selected with reference to their ability to assist in carrying out projects.

7. The project leaders should work with the county and home demonstration agents and club leader in outlining the details of the projects. They should consider not only *what* should be undertaken, but *who* will do the work, *how* it will be done, *when* it will be done, and *where* (in which communities), it will be done. In considering *what* should be undertaken they should study the problems relating to the project more carefully than they have previously been studied, make a list of these problems, and prepare a chart showing the relation of each project to the entire farm-bureau program of work. This will tend to prevent duplication of effort. In considering *who* will do the work they should make a list of the teaching forces of the county and locate them on an outline map of the county by communities. They should also list the amount of work the extension specialists from the State agricultural college can render. In considering *how* the work will be done they should outline methods for starting the work, securing demonstrators and cooperators, and following up the work until definite results are obtained. In considering *where* the work will be done they should indicate on the map those communities in which the work needs to be undertaken. In considering *when* the work will be done they should prepare a project calendar placing the months and weeks of the year across the top of a sheet of paper and the various parts of the project down the left-hand side of the sheet, and drawing lines to the right of each part of the project to indicate just how much time and at what periods the agents will need to spend on each part and the entire project. In planning the details of a project the recommendations of the college specialists should be carefully considered. Not only local problems, but also State and National problems should be carefully studied.

8. The outline of each project, together with charts, maps, etc., will be presented by the project leader to the executive committee for consideration. The committee and the agents employed will discuss the projects and find out from the project calendars, charts, and maps whether too much or too little work is being undertaken during the year. In other words, the executive committee will now consider the entire program of work, just how it will be undertaken, by whom, where, and when.

9. The county agent, the home-demonstration agent, or the county club leader will write the project. If the project involves work relating to two or all three of the agents, each should write the part directly relating to his or her work, or the project should be considered in conference and one agent delegated to write it.

10. Each project should then be submitted to the project leader for signature, to the executive committee for approval and the signature

of the president and the agent or agents concerned, and to the extension director at the State agricultural college for his approval and for the consideration of any specialist or leader concerned.

Development of the community program.—It is very essential that each community have a definite program of work based largely on the county program. The agents and one or more executive committeemen should visit each community where work is to be undertaken and discuss plans with a group of community leaders, tentatively selected by the temporary community chairman.

1. They should make a community map, locating on it the roads, churches, schoolhouses, farmers' organizations, and the houses of the farm-bureau members.

2. They should make a list of all the farm families in the community, all the teaching forces, etc.

3. They should make a survey of the community problems, listing them under such headings as Farm, Home, and Community.

4. They should plan a community program of work, based on the county program in so far as possible, but selecting additional projects as needed, since the problems of the community may differ from those in other communities.

5. The president of the organization should appoint a project leader for each project in the community to serve as a member of the community committee. It is inadvisable to undertake a project in a community unless a capable project leader can be found who is willing to assume responsibility for the project.

6. The community program of work will be presented to the people of the community by the community committee at the winter community meeting of the farm bureau and cooperators and demonstrators will be secured.

Annual revision of farm-bureau program.—In order to keep the farm-bureau members interested in planning and carrying out a program of work it is desirable to send out a questionnaire to the members each year, requesting suggestions as to desirable changes or additions in the program of work. It is also desirable to discuss the program at meetings of the members in each community and at the annual meeting. The executive and community committees will need to carefully revise the county and community programs each year, as projects or parts of projects are completed, or as new problems arise. They will, of course, use the suggestions of the members as a basis for any revision. As indicated, each county project leader may, at any time, call meetings of the project committee, composed of the various community leaders to secure suggestions or to explain plans. Usually these committees will be called together before a revision of the yearly program of work is undertaken.

The following outline may serve to suggest each step in the revision of the program:

(1) October.—Regular monthly meeting of executive committee—make plans for meetings of county project committees and plans for sending questionnaire to each farm-bureau member.
(2) October.—Meetings of each community committee—consider local problems and suggestions of local members and make recommendations to project committees.
(3) October.—Meetings of project committees—discuss recommendations of community committees and suggest revision of projects.
(4) November.—Regular monthly meeting of executive committee—prepare tentative program of work to present at annual meeting for consideration and discussion.
(5) November.—Annual meeting of farm bureau—consider yearly program of work.
(6) November.—Revision of projects by project leaders and agents.
(7) December.—Regular monthly meeting of executive committee—adopt program.
(8) December.—Revision of community programs by community committees.

OFFICERS.

The officers of a farm bureau consist of a president, a vice president, a secretary, and a treasurer, all of whom should be elected at the annual meeting for a period of one year. The officers should be chosen because of special fitness to represent important projects or activities of the organization, as well as because of their fitness to perform the regular duties of the respective offices. For the most part the officers should be farm men and women.

EXECUTIVE COMMITTEE.

An executive committee of from 5 to about 11 members including the officers of the bureau as ex-officio members, should be elected by the bureau at its annual meeting for a period of one year. Each member may be called a county project leader. It is advisable to have an efficient nominating committee appointed at the annual meeting, in order that the names of members capable of effective service in planning and developing the projects or activities may be presented to the meeting. (Fig. 2.) This committee may contain members suggested to the nominating committee by the official county board of commissioners or supervisors, the grange, the farmers' union, the equity, the farmers' clubs, farm women's clubs, cooperative associations, county fair, schools, etc.

The executive committee is usually selected so that practically all sections of the county will be represented, but in large counties with inadequate transportation facilities committeemen should be selected who can attend the regular (monthly) meetings conveniently. In the selection of a committeeman one of the chief objects should be to secure a man or woman whose qualifications and personal interest

fit him or her to plan and develop some one important line of work or activity of the bureau, such as farm-bureau organization, farm-bureau publications, meetings, exhibitions, finance, food-conservation work, crop improvement, live-stock improvement, farm management, supplying farm labor, cooperation between farmers' clubs, development of better marketing facilities, etc. It is, therefore, evident that the number of committeemen will depend on the number of projects or activities of the farm bureau. In order to prevent the committee from becoming too large and unwieldly, a committeeman may serve as the project leader for more than one project, especially for projects of a similar character.

FIG. 2.—Executive committee of the Merrimack County (N. H.) farm bureau discussing the county program of work.

Duties.—(1) Signs memoranda with State extension director.

(2) Makes up financial budgets.

(3) Secures necessary funds.

(4) Authorizes the expenditure of the bureau's money.

(5) Determines the policies of the bureau.

(6) Considers and approves programs and projects recommended by the county project committees and by members of the organization.

(7) Cooperates with the State agricultural college and the United States Department of Agriculture in the development of a program of work, the details of projects, and the employment of county agents,

home-demonstration agents, boys' and girls' club leaders, and other local extension workers nominated or approved by the State extension director.

COMMUNITY COMMITTEES.

Local community leadership is essential to the success of the farm-bureau movement. Each distinct community in the county should have a community committee made up of at least one and preferably three to five local representatives or local leaders of the bureau. The number of committeemen will depend on the number of community projects or activities.

Method of choosing.—Experience has indicated that until the farm bureau has become permanently established in the county and the qualifications of a community committeeman are understood by the majority of the members, it has been wise to have the president of the bureau select the community committeemen, each to direct some project or activity of the bureau in the community. The usual practice has been for the president, in consultation with the cooperatively employed agents and local leaders and subject to the approval of the executive committee, to appoint the temporary chairman of the committees. If the grange or other local club or organization is popular with the rural people in the community and is active in promoting the improvement of agricultural and home conditions, the officers of such organization may be consulted in regard to the appointment of a temporary chairman. The remainder of each community committee has usually been appointed by the president on recommendation of the temporary chairman, executive committeeman, or the agents, after a careful survey of community conditions to determine the chief problems needing immediate attention. Each committeeman should be selected to direct some important project or activity of the organization to be undertaken in the particular community, such as farm-bureau organization, home-economics demonstrations, boys' and girls' club work, food conservation, supplying farm labor and seeds, live-stock improvement, etc. Each has been called a community project leader.

Before community committeemen are appointed the temporary community chairman should hold a meeting of prospective committeemen at his home at which the following steps are taken: A community map should be prepared; a more detailed survey of community conditions made; projects selected and approved; a promise secured from each prospective committeeman to assume responsibility for a project or activity; and a permanent chairman and possibly a secretary chosen. Then the president should notify each committeeman in writing of appointment for a period of one year. The appointment of each committeeman should have the approval of the executive committee. At the end of the year the president should

appoint committeemen to assume the leadership for the next year's projects. It is usually desirable to retain some of the previous year's committeemen for at least another year, in order that the personnel of the committee may not be entirely new.

The plan of having all farm-bureau members assemble at a central point in the community for the purpose of studying community problems, planning a program of work, and selecting project leaders to be appointed by the president as committeeman, has been tried in a few counties. This plan has seemed to necessitate the attendance at each meeting of the president or an executive committeeman and one or more of the paid agents of the organization, in order that the policies of the organization may be clearly set forth. This plan has been more successful in counties where the farm bureau has been organized for some time and the work has become well established and understood by all the members. The farm bureau is primarily a county and not a community organization; therefore, from the outset nothing should be done to give the wrong impression. The plan of having farm-bureau members assemble by communities to elect or select community committeemen has not been productive of the best results, and for the first year of the bureau's existence should not be encouraged.

Meetings.—As many meetings of each community committee should be held as are needed to plan and execute the program of the community. The president of the bureau, accompanied by one or more of the agents, and, if necessary, by one or more of the county project leaders, should always attend the meeting of the committee at which it organizes for the year. Such officers, project leaders, and agents as are needed to assist in promoting the work in hand in the community should attend other meetings of the local committee. Meetings of the community committees should be encouraged whenever work is to be discussed or undertaken even though the agents or county project leaders can not be present. This will tend to promote the plan of having the local people take the initiative in matters pertaining to the community. It is unwise, however, to encourage chairmen to call a committee meeting unless there is need of such meeting. If any of the county leaders or agents have matters of unusual importance which they wish to present quickly to the community committees, sectional meetings of several committees may be held, especially if the problems of the communities are similar.

At least once a year each community committee should hold a business meeting to which the farm-bureau members residing in the community are invited.

After a definite program of work has been formulated, and each community committeeman has agreed to assume responsibility for

some part of the program, fewer meetings will suffice. For instance, if the State or county leader of cooperative purchasing and marketing work visits a community to promote the interests of such work, he will need to consult only with the community committeeman who heads some phase of this project in the community, unless it involves a decided change in the community program, in which case it may be desirable for them to present the matter to the whole committee. The same would be true of other special lines of work, such as food-conservation work, farm-management demonstrations, live-stock work, etc., whenever the county leaders on each line of work wish to promote the interests of particular projects in the community.

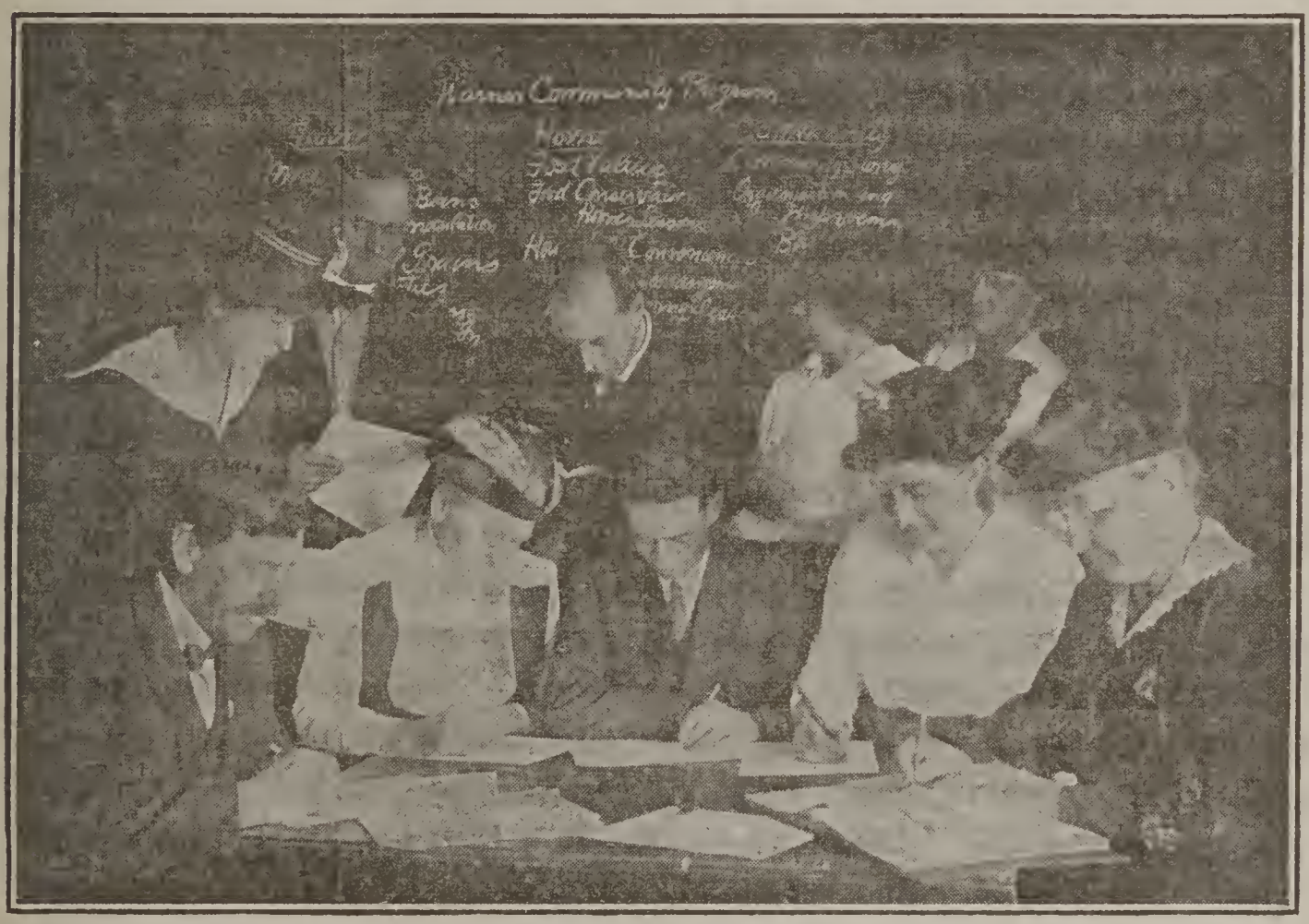

FIG. 3.—Warner community committee of the Merrimack County (N. H.) farm bureau formulating and adopting a community program of work for the year.

Duties.—(1) To determine and discuss local problems, to assist in the formation of a county program of work, and to adapt this program locally, thereby formulating a community program of work which eventually will solve the local problems. (Fig. 3.)

(2) To secure for the community the desired community and individual assistance in solving local problems by arranging for at least one winter meeting and one summer demonstration meeting and for a few definite field, barn, and home demonstrations.

(3) To secure for the farm bureau the active support of the community by informing the residents of its organization, purposes, and work; by arranging the details and advertising local meetings, demonstrations, etc.; and by soliciting and securing memberships.

Privileges.—Community committeemen are the recognized leaders of the farm-bureau's work in the community. They are brought into frequent contact with the county project leaders, county agents, home-demonstration agents, boys' and girls' club leaders, and other extension workers and specialists. By helping others they help themselves in information, inspiration, and general development.

COUNTY PROJECT COMMITTEES.

As soon as a project is definitely adopted a county project committee is automatically authorized for each project. Each project or important activity will be represented by a county committee composed of the project leader on the executive committee as chairman and the project leader on each of the community committees which has formally adopted the project or activity.

Purpose, duties, and meetings.—To be most effective the executive committee should not contain as many members as would be required to give representation to each rural community. In order that every organized community may have direct representation in planning the county program of work and representing the policies of the organization, meetings of the project committees should be called by their respective chairmen. Such meetings are desirable if the unity of the county organization is to be preserved. Usually at least one meeting of each committee should be held each year to discuss the recommendations made by the various community committees, and to recommend to the executive committee a yearly county program of work, or to suggest the making of such changes in the permanent program as may seem necessary. These recommendations will supplement those of the members made in the answers to the questionnaires sent to each member requesting suggestions, or those made by the members at the annual meeting. The community project leaders should, of course, consider the suggestions in their respective communities before making definite recommendations. Additional meetings of project committees are desirable if important matters arise requiring their attention. Matters concerning only a few communities in the county frequently arise, in which case only the project leaders representing those communities need to be called together. A luncheon is suggested as a desirable feature of at least one of the meetings of each project committee, or of a general meeting of all committeemen in the county.

HOW TO ORGANIZE A COUNTY.

LEADER OF ORGANIZATION CAMPAIGN.

The assistance of a trained organizer to act as leader of the organization campaign may be secured from the State agricultural

college by writing the State director of agricultural extension. Temporary headquarters should be provided for the organizer at the most centrally located place in the county, so that he may keep in close touch with the progress of the campaign in every community.

APPOINTMENT OF TEMPORARY COUNTY ORGANIZATION COMMITTEE.

The organizer will assist in the selection of a temporary county organization committee of about five members representing all sections and all important agricultural and home interests in the county. If considered advisable a meeting of a few representative men and women from each community may be called to discuss the advisability of proceeding with the organization campaign and to elect a temporary organization committee. Each committeeman should be elected because of special ability to direct a definite part of the preliminary organization program, such as publicity, finance, programs for local and county organization meetings, program of work for the organization, constitution, and by-laws, etc.

NEWSPAPER PUBLICITY.

Plenty of good publicity matter, in the form of a series of several articles giving the advantages of organization in general, the history of the farm-bureau movement, results of local extension work in neighboring counties, need of an organization to cooperate with the Government and the State in the employment of trained workers, plans for starting the work in this county, and the progress of the campaign, should be given to the local press at opportune times.

MEETING OF COUNTY COMMITTEE.

(1) The organizer should explain farm-bureau work carefully and suggest the organization plan.

(2) He should secure the committee's approval of the plan and its help in working out the details to meet local conditions.

(3) The committee should decide on a definite date for the completion of the membership campaign and the necessary number of members to be secured before that date.

(4) The location of the temporary community committeemen may be indicated, as each is selected by the county committee on an outline map of the county, showing the approximate community boundaries. In considering prospective candidates for the community committees their qualifications for effective service on the permanent community committees for the ensuing year, as well as for temporary service, should be discussed. In so far as possible the number of members to be secured in each community should be decided and indicated on the map.

(5) The county committeemen should give the organizer permission to use their names in sending letters to local committees, in newspaper articles, etc.

(6) Definite arrangements should be made with each member of the county committee to attend the meetings of the temporary community committees where he can render the most service.

(7) As far as possible, each county committeeman should understand his or her part of the preliminary organization program, such as publicity, finances, programs for local and county organization meetings, program of work for the organization, constitution and by-laws, etc.

ORGANIZATION OF TEMPORARY COMMUNITY COMMITTEES.

(1) Arrangements should be made by telephone with the prospective chairman of each community committee to hold a meeting of the committee at his home. Ask him to communicate with the other prospective committeemen, inviting them to attend the meeting.

(2) These telephone calls should be supplemented by personal letters signed by one of the members of the county committee. It is best not to discuss the purpose of the meeting other than to suggest that advice is needed in determining matters of great interest to the farmers in the community.

(3) The organizer, accompanied by the county committeeman who can be of most assistance in each community, should meet with each committee in its own community, or, if time does not permit, in a sectional meeting of the committees of several contiguous communities.

(4) At this meeting the purpose of the organization and its relation to extension work, including work with farm men and women, and young people, and plans for organizing the county, should be explained carefully by means of charts, maps, and blackboard. Definite plans for the campaign in the community should be made and a definite promise to serve as committeemen during membership campaign secured from each prospective committeeman.

COMMUNITY ORGANIZATION MEETINGS.

Following the committee meetings, an organization meeting should be held in each community at which the leader, and county and community committeemen, should explain county farm-bureau work and the importance of having a large percentage of the men and women of the farms to cooperate in its work as members of the farm bureau. During a recess the local committeemen, already provided with membership cards and membership badges, should solicit members.

FARM-TO-FARM ORGANIZATION CAMPAIGN.

The local committeemen should then take the names of those not present at the meeting and arrange to visit each one personally on the farm, and, if possible, secure his membership. On the suggestion of the community committee the organization meeting may be omitted and only the farm-to-farm membership campaign be used.

INVITATION TO COUNTY-WIDE ORGANIZATION MEETING.

Invitations signed by one or more members of the county committee should be sent to all members to attend the county-wide organization meeting. Each should be urged to invite all interested persons to accompany him. The letter should also contain an addressed return postal card bearing the following questions:

What do you want the farm bureau to do (1) for you or your farm? (2) for you in your home? (3) for your community? (4) for your county?

The answers to the questions should be tabulated by the program-of-work committee and used at the county meeting as a basis for discussing a county program of work.

COUNTY-WIDE ORGANIZATION MEETING.

(1) Several committeemen should line up outside the entrance to the meeting place to secure additional members. They should be well provided with badges, membership cards, receipts, etc.

(2) A constitution and by-laws should be adopted.

(3) A permanent program of work should be planned.

(4) Officers and executive committeemen should be elected for a period of one year. (Each officer and committeemen should be elected because of special fitness to head some important project of the organization.)

(5) Good music and at least one interesting speaker should be provided.

DEVELOPMENT OF PERMANENT COUNTY ORGANIZATION.

Following the county organization meeting the permanent organization should be perfected acording to the plan stated in this circular and the officers and committeemen carefully trained for effective service.

EXECUTIVE COMMITTEE MEETINGS.

At succeeding meetings of the executive committee arrangements should be made for suitable office quarters and equipment, and cooperatively employed agents, such as a county agent, a home-demonstration agent, a boys' and girls' club leader, etc., representing the

organization, the State agricultural college, and the United States Department of Agriculture should be engaged. Following the arrival of one or more of these agents in the county, the committee should formulate a definite program of work and arrangements should be perfected for the holding of community committee meetings for the purpose of formulating community programs of work. As fast as suitable community project leaders can be found, they should be appointed in writing by the president with the approval of the executive committee.

ORGANIZATION AND MEETINGS OF PERMANENT COMMUNITY COMMITTEES.

At the first meeting of the prospective community committee in each community a community map should be made on which will be located the community center, schoolhouses, churches, farmers' organizations, roads, farm-bureau committeemen, and members. Community problems should be studied and a community program of work planned to solve these problems. Definite plans for winter and summer meetings should be made at this time or at a succeeding meeting of the committee. Charts showing the relationship the organization sustains to the State agricultural college and the United States Department of Agriculture and charts showing the organization of the farm bureau should be prepared. Reasons for membership in the organization should be considered and plans made for increasing it. (See Circular 3, Office of Extension Work North and West, States Relations Service, for a more detailed explanation of holding community committee meetings, making community maps, etc.)

PROJECT COMMITTEE MEETINGS.

Chairmen of project committees should call meetings as needed to discuss matters relating to their projects, to make plans, etc.

HOW TO EXPAND A FARM BUREAU HAVING ONLY AN AGRICULTURAL PROGRAM TO INCLUDE HOME DEMONSTRATION AND BOYS' AND GIRLS' CLUB WORK.

A meeting of the executive committee of the farm bureau should be called to consider the advisability of expanding the organization, and to appoint temporary executive committeemen to represent the home-demonstration work and boys' and girls' club work. The home-economics representative should be a prominent and influential countrywoman of the county who seems well fitted to promote this phase of the work. The club representative may be the county superintendent of schools or other person interested in boys' and girls' club work. At the suggestion of the home-economics representative and of other interested people an influential countrywoman should be appointed in each community where home-economics work is to be promoted, as

a temporary member of the community committee. The same general plan should be followed in selecting a club representative in each community. The temporary executive committeeman for home-demonstration work will call a meeting of the community representatives on home economics to discuss the agricultural program and adapt as much of it to their own work as possible. Additional projects may be selected and recommendations made to the executive committee for the appointment of additional project leaders to serve in a temporary capacity on the executive committee until the next annual meeting of the farm bureau. If deemed advisable, plans may also be made to conduct a campaign to increase the membership of women in the bureau. The plans should be submitted to the executive committee for approval. The county campaign should be in charge of the executive committee of the bureau and the campaign in a community in charge of the community committee. Naturally the work will be largely delegated to the women members of the executive and community committees.

The county club representative should call a meeting of the community club representatives to discuss the agricultural and home-economics program in order to determine what club work should be undertaken in the county. If the project leaders already at work are in sympathy with club work, no additional project leaders other than the temporary project leader need be selected. The club representative will look after the organization of clubs, calling on other project leaders for needed help.

Each community committee should meet to consider the advisability of expanding the committee to include the other phases of the work. Probably not all communities will care to undertake the three lines of work the first year, but if additional projects are selected, names of additional community project leaders should be submitted to the president for appointment as members of the community committees. The community committee should decide as to the advisability of promoting a membership campaign in the community to increase the membership of the women of the community.

At the next annual meeting of the farm bureau the constitution should be changed so it will cover the new phases of the work, one program of work adopted, and officers and committeemen selected, each to be responsible for some part of the program.

ORGANIZATION ASSISTANCE AVAILABLE AT THE STATE AGRICULTURAL COLLEGE.

Individuals or organizations interested in securing further information or assistance in the organization of a farm bureau should write the extension director at the State agricultural college. He

will be able to furnish such material as sample constitutions, by-laws, membership cards, suggestions for and samples of farm-bureau papers and exchange lists, news articles giving accounts of the accomplishments of agricultural agents, home-demonstration agents, and boys' and girls' club leaders, etc. If sufficient interest is shown by the leading farm men and women of a county, the extension director will be glad to send a trained farm-bureau organizer, who usually can spend several days in the county assisting local leaders in organization work.

SUGGESTIVE CONSTITUTION AND BY-LAWS.

Article I. *Name.*

The name of this organization shall be ——— County Farm Bureau.

Article II. *Object.*

The objects of this organization shall be to promote the development of the most profitable and permanent system of agriculture, the most wholesome and satisfactory living conditions, the highest ideals in home and community life, and a genuine interest in the farm business and rural life.

Article III. *Program of Work.*

The objects of this organization shall be effected through the adoption and promotion of a definite program of work. This program shall be based on the results of a careful study of the agricultural and home-economics problems of the county. It shall be formulated and carried out by the members of the organization with the assistance of their agents and such specialists as may be available from the State agricultural college and the United States Department of Agriculture.

Article IV. *Membership.*

Sec. 1. Membership. Any person interested in the object of this organization may become a member by paying a membership fee of [one] dollar. At least 80 per cent of the membership shall consist of bona fide farmers or rural residents.

Sec. 2. Fees and dues. A minimum annual fee of [one] dollar shall be charged for active membership in this organization, but there shall be no restrictions on the amount of such voluntary subscriptions that may be authorized by the organization for special purposes.

Article V. *Officers.*

Sec. 1. The officers of this organization shall consist of a president, a vice-president, a secretary, and a treasurer, all of whom shall be elected for a period of one year by the members present at the annual meeting and shall serve until their successors shall be elected and qualify. The officers shall be chosen because of special fitness to represent important project or activities of the organization, as well as because of their fitness to perform the regular duties of their respective offices.

Article VI. *Executive Committee.*

Sec. 1. The executive committee shall consist of the officers ex-officio and not more than [seven] other members, each chosen because of special fitness to represent an important project or activity of the organization, who shall be elected for a period of one year by the members present at the annual meeting to serve until their successors shall be elected and qualify.

ARTICLE VII. *Community Committees.*

SEC. 1. The president of the organization, in consultation with recognized local community leaders or on recommendation of the members in each community, and with the approval of the executive committee, shall appoint a chairman in each community in the county as determined by the executive committee. This chairman shall be appointed because of special ability to assume direction of all matters pertaining to the farm-bureau organization and to the relationship of the farm bureau to other rural organizations. Other community committeemen in each community shall be agreed upon jointly by the chairman and the executive committee and later appointed in writing by the president. Each member shall be appointed because of special fitness to represent an important project or activity of the organization in the community. The number of committeemen in each community shall depend on the number of projects or activities undertaken in the community. At the first meeting of the committee a secretary may be elected.

ARTICLE VIII. *County Project Committees.*

SEC. 1. The formation of county project committees is automatically authorized through the adoption of the executive committee of definite projects or activities. Each project or important activity will be represented by a county committee consisting of the project representative on the executive committee as chairman and the project representative on each community committee which has formally adopted the project and when such representative has been officially appointed by the president of the organization.

ARTICLE IX.—*Duties of Officers and Committees.*

SEC. 1. President. The president shall perform such duties as usually pertain to the office of president; shall have the power to fill such vacancies as may occur in any office or committee; shall preside at all annual and special county meetings of the members and meetings of the executive committee; shall, in conjunction with the secretary, make requisition on the treasurer for such sums of money as may be required for disbursement; may call special meetings of the members of the organization or any of the committees whenever he deems it advisable; on the application of any 25 members of the organization, he shall call special meetings of the members of the organization; shall appoint community chairmen and other members of the community committee as hereinbefore provided for; and may appoint special committees provided such work can not be handled by the regularly constituted committees.

SEC. 2. Vice president. The vice president shall perform the duties of the president in case of his absence or disability.

SEC. 3. Secretary. The secretary shall perform such duties as usually pertain to the office of secretary; shall keep a record of all meetings (except public community and community committee meetings) and of the transactions of this organization; shall give written notice of all meetings of the organization and its committees with the exception of community committee meetings; and shall in conjunction with the president make requisition on the treasurer for such sums of money as shall be required for disbursement.

SEC. 4. Treasurer. The treasurer shall have charge of all funds of this organization; shall deposit them in such bank as the executive committee shall direct; shall, upon written requisition of the secretary countersigned by the president, draw all checks and vouchers for the disbursement of funds of this organization; and shall make such reports and give such bond as the executive committee may direct. The cost of this bond shall be paid by the organization.

SEC. 5. Executive committee. The executive committee shall transact the ordinary business of the organization and approve all contracts and bills. It shall have the power to enter into a memorandum of understanding with the State agricultural college and the United States Department of Agriculture for the purpose of hiring county agricultural and home demonstration agents, boys' and girls' club leaders, and other workers. It shall receive and verify the reports of officers and employees. It shall annually consider the recommendations of the members and the community and county project committees and, with the assistance of the paid agents, shall develop, adopt, and promote a county program of work. Each year it shall organize and direct the membership campaign. It shall perform such other functions as may be necessary for effectively carrying on the work of the organization.

SEC. 6. Community committee. The community committees shall represent the organization in their respective communities. Such committee shall study the community problems, plan a community program of work, and assist in every possible way in promoting this program in the community. It shall secure all local cooperators and demonstrators, arrange for local meetings and demonstrations, and shall secure local memberships for the organization. Each committeeman shall become a member of a county project committee as hereinbefore provided for.

SEC. 7. County project committees. The county project committees shall make specific written suggestions and recommendations to the executive committee and shall advise with the chairman whenever important questions arise concerning the project.

ARTICLE X. *Remuneration.*

SEC. 1. All officers and committeemen shall serve without remuneration, but necessary traveling and hotel expenses of the executive committeemen may be authorized by a majority vote at the annual meeting.

ARTICLE XI. *Meetings.*

SEC. 1. Annual meetings. The annual meeting of the members of the organization shall be held upon the date of the [November] monthly meeting of the executive committee. Special meetings may be called by the president whenever necessary, and shall be called by him when demand is made in writing by any 25 members.

SEC. 2. Executive committee. The executive committee shall hold regular meetings at such time and place as may be agreed upon by the committee. On the majority vote of the executive committee a regular meeting may be omitted or postponed. Special meetings may be called by the president when requested to do so by three members of the executive committee.

SEC. 3. Community committees. The chairman of a community committee may call meetings of the committee at such times and places as may be advisable. The secretary of the community committee shall notify all members of the committee.

SEC. 4. County project committee. The president of the organization and the chairman may call meetings of the respective county project committees at such times and places as may be advisable by notifying all members of the respective committees.

ARTICLE XII. *Quorum.*

SEC. 1. Ten per cent of the membership shall constitute a quorum for all meetings of the members of the organization.

SEC. 2. Five members of the executive committee shall constitute a quorum for all members of the executive committee.

Article XIII. *Order of Business.*

The order of business of this bureau shall be as follows:

1. Call to order by the president.
2. Reading minutes of previous meeting.
3. Report of the secretary.
4. Report of the treasurer and bills and accounts.
5. Report and recommendations of the project leaders, agents, and club leaders.
6. Reports of committees. (Also reports of officers at annual meetings.)
7. Unfinished business.
8. New business (and election of officers at annual meeting.)
9. Adjournment.

Article XIV. *Amendments.*

Sec. 1. The constitution of this bureau may be altered or amended by a two-thirds vote of the members of the bureau present at any regular meeting or at a special meeting called at the request of 25 members, notice in writing of the proposed changes having been given to all members of the bureau at least one week previous to the time of the meeting.

By-Laws.

1. The annual dues shall be payable on January 1 of each year.
2. Any member in arrears for dues after [April 1 of each year] shall no longer be entitled to the privileges of this organization.
3. The president, with the approval of the executive committee, shall appoint a program-of-work committee and a nominating committee. The program-of-work committee shall consider the county problems and program of work and make suggestions to the executive committee and to the members at their annual meetings for the proposed additions or changes in the program of work. The nominating committee shall work with the program-of-work committee in order that nominations may be made at the time of the annual meeting for the election of officers and committeemen to represent the various projects or activities of the organization.
4. The executive committee shall hold meetings on the [first Saturday] of each month at [1 o'clock] in the farm-bureau office.

WASHINGTON : GOVERNMENT PRINTING OFFICE : 1919